Learning activities for ...

Identifying training needs

Poor work performance happens for a variety of reasons, such as personal problems of employees, faulty equipment, poor skills, poor management or a combination of factors.

If work performance is low it is important to identify exactly what is happening and why, in order to establish if training will solve the problem. If training is the solution, having accurately defined the need will help you determine what information and skills will be required and how you might structure your program.

A training need will be evident if:

* The individual does not know what to do.
* The individual knows what to do but does not have the skills.
* The individual has the knowledge and skills but is not performing to the required workplace standard.
* The individual simply does not care about work performance.



Read the examples in the following table and indicate whether training is required. If not, what is the alternative?

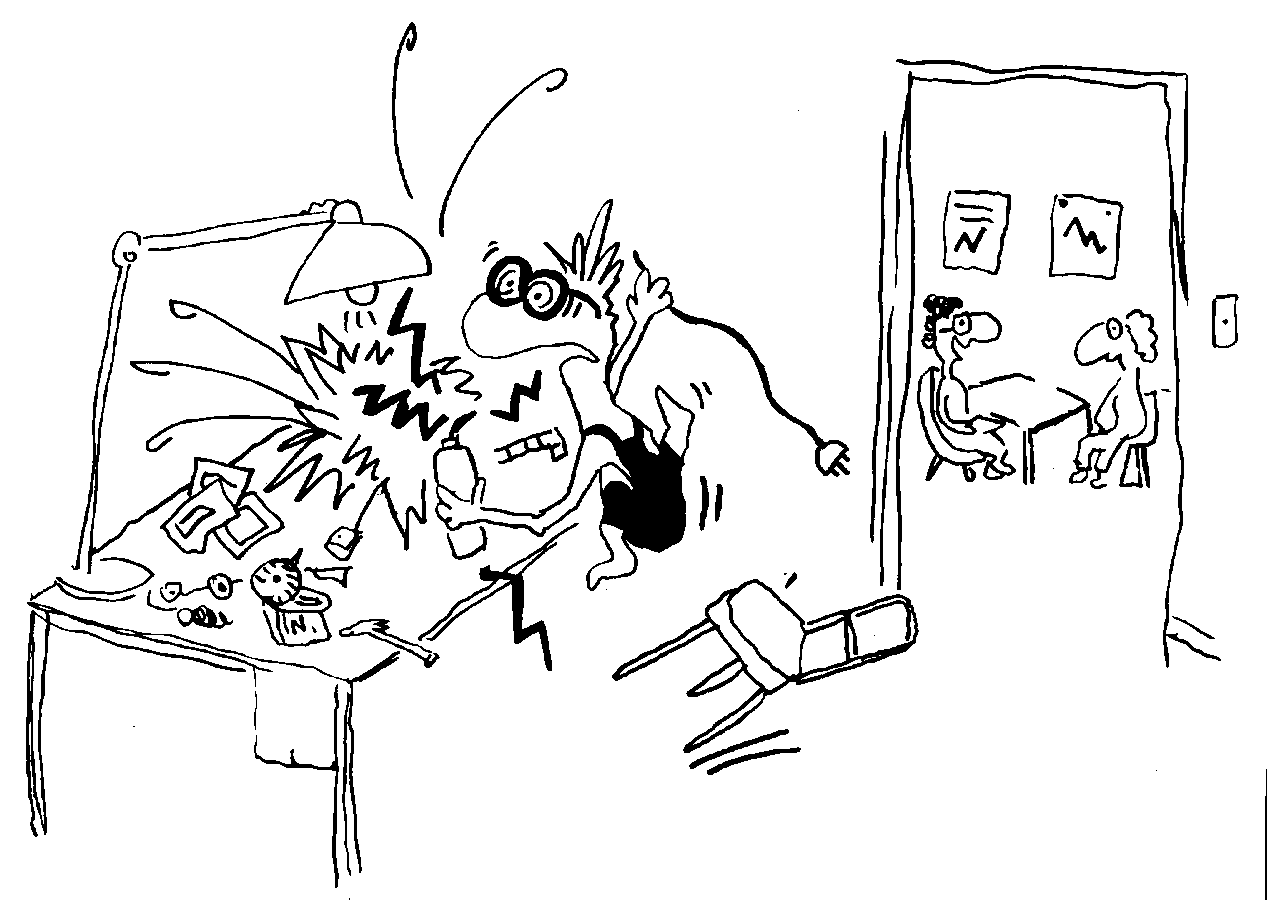
|  |  |  |
| --- | --- | --- |
| Example | Is training needed? | The alternative? |
| The equipment a person is using constantly breaks down and does not allow the person to complete their tasks. |  |  |
| A person is constantly being asked to do other jobs by the supervisor so never gets the job done properly. |  |  |
| A person can’t do the job correctly because they are unsure about some aspect of it. |  |  |
| A person is not doing the job correctly because of friction with work mates. |  |  |

Read the following case study and then answer the questions below.

#### CASE STUDY

The human resources manager of a manufacturing company is chatting to one of the supervisors at lunchtime. The supervisor is concerned because in his department there have been a number of accidents in the last couple of months. All of the accidents have had something to do with welding. He is unsure whether it is due to employees not knowing how to use the appropriate welding equipment or if it is something else.

1. List all the things you can think of which might be causing the accidents.
2. How will the manager know if training is needed?
3. What might the manager use to establish if training is needed?
4. Who can the manager consult with to help establish if training is needed?
5. Why is it important to identify training needs?



Learning activity for ...

Matching training needs with competency standards

Before you can undertake a detailed training analysis it is essential that you have an accurate description of the job/task that is required. Without this you will not be able to define training requirements, as you will have no specified standards against which you can check an individual’s performance.

If you do not have an accurate job description then you can create your own. Competency standards can be used for this, as they will list the skills, knowledge and attitudes required for that particular job/role. If competency standards are not available then you can use standard operating procedures, existing job descriptions and so on.

Part A

Think about your own job/role and answer the following questions.

1. What is your current job title?

1. What are you required to do as part of your job?

1. What are the tasks that make up each part of your job?

1. What skills and knowledge do you need to do each task?

1. Where would you look to find the standard requirements for your job/role?

###### Part B

Below is a model of how you can use competency standards to identify the skills and knowledge for an administration assistant. In the first column Jenny has identified the skills and knowledge that she thinks make up one part of her job. In the second column is the comparison with a competency standard from the Administration Training Package.

|  |  |
| --- | --- |
| **Administration assistant** | |
| Handles various day to day correspondence | COM301 Collect and provide information to facilitate communication flow |
| **Duties include**:   * Answering phone inquiries * Taking messages * Writing letters | **Elements**:   * Respond to telephone, oral and written requests for information * Draft routine correspondence in response to a need or a request |
| **To do these Jenny needs to**:   * Record messages * Communicate with others * Be able to write and type clearly | **Performance criteria**:   * Requests are received and recorded * The request for information is understood * Information is located from internal/external sources and records: * By speaking to others * From written sources * Information is drafted into appropriate format for presentation using clear and concise language |

Once you have listed the tasks and procedures that make up a particular job/role you need to identify what that individual needs to know in order to be able to carry out these tasks and procedures competently in the workplace.

In order for Jenny to perform all the tasks on the previous page competently in her workplace she needs to:

* Be able to demonstrate the procedures for answering the phone in her organisation.
* Follow organisational procedures for writing and distributing messages.
* Produce correspondence in the required format.
* Use correct spelling and grammar when writing correspondence.

These points can now be used as training outcomes, the things that you will want learners to achieve at the end of training.

If Jenny needed some extra training in a particular area of her job the above points could be used as possible training outcomes. They are what Jenny would need to know and do as a result of training.

**Part C**

If you have competency standards for the industry that you work in you can undertake your own comparison of your job/role. Below is a template you can use.

|  |  |
| --- | --- |
| **Job Title** | |
| General job area | Unit of competency |
| **Duties include**: | **Elements**: |
| **To do these I need to**: | **Performance criteria**: |

1. What will you need to know to be able to perform your duties competently in the workplace?

Learning activity for ...

Training needs analysis

Once you have identified that a training need may exist and you have identified a job description or competency standard for that particular job/role then you can carry out a training needs analysis.

A training needs analysis will help you identify the gaps between what the person can actually do and what they are required to do. This is an important part of training, as it will help you design your training session to suit the exact needs of participants.

There are many ways that you can carry out a training needs analysis, for example:

* interviews,
* observation,
* performance tests,
* questionnaires,
* reports from supervisors.

When conducting a training needs analysis it is a good idea to consult a number of relevant people including the supervisor, manager and the person doing the job. This will ensure that the expectations of each person are the same.

Read the following case study and answer the questions on the following page.

CASE STUDY

You have been asked to define the training requirements for forklift drivers in the warehouse section of an organisation. The company operates four different types of forklifts and is about to introduce a new type next week. You have been told that some operators prefer to stick to one or two types of forklifts but the company policy is that all forklift drivers must be competent to operate all types used by the company to the company standards.

1. What sort of information will you need to look for?
2. Where would you look?
3. What methods might you use?
4. Who should you consult with?

Learning activity for ...

Training needs analysis forms

Below is an example of a checklist for conducting a needs analysis. It is based on the skills required for checking and maintaining equipment in the transport and distribution industry.

Complete a training needs analysis for your job, or a job you are familiar with, on the following page. List all the relevant areas that you would need to look at.

**SAMPLE CHECKLIST FOR A TRAINING NEEDS ANALYSIS**

NAME: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

ORGANISATION: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

POSITION: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

1. Read the following and indicate whether you feel you need training in any of these areas.

|  |  |  |  |
| --- | --- | --- | --- |
| **Skill/knowledge area** | **Great need** | **Some need** | Little need |
| Carry out maintenance of trailers |  |  |  |
| Load and unload goods |  |  |  |
| Move materials mechanically |  |  |  |
| Operating a forklift |  |  |  |
| Conduct advanced forklift operations |  |  |  |
| Occupational health and safety issues |  |  |  |

1. Are there any other skills not listed that you feel you may need training in?

N/A

TRAINING NEEDS ANALYSIS FORM

Name: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Position: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Organisation: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

1. Read the following and indicate whether you feel you need training in any of these areas.

|  |  |  |  |
| --- | --- | --- | --- |
| **Skill/knowledge area** | **Great need** | **Some need** | **Little need** |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

1. Are there any areas not covered in the list above that you feel you may require training in?